

Leviathan RI/FS Lean Project

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Six Sigma Black Belt Candidate**

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Goal & Objective

- RI/FS scheduled for completion in June 2019
 - Work prior to this point (planning & data collection) has proceeded slowly
- Enhance communication & streamline RI/FS process

Leviathan RI/FS Lean Process

- Draft Charter
- Stakeholder Engagement
- GEMBA Walks (RI/FS Process Walk Thru)
- Sponsor/Champion Roles
- Kaizen Event (2-3 days)
- Implementation Plan

Project Charter— Streamline Leviathan Superfund RI/FS Process

DRAFT

Problem / Opportunity Statement:
The RI/FS is scheduled for completion in June 2019. In the past, the RI/FS process has not always proceeded on-schedule. Consider interim activities and streamline RI/FS to complete process by June 2019.

Scope:
Process Begins: Submittal of Site Characterization Report
Process Ends: Approval of Final RI/FS and Initiation of Proposed Plan

- Preliminary Objectives (Goals):**

 - Increase communication and distribution of information
 - Clarify the following process steps and when these steps will be performed:
 - Identify COCs
 - Identify ARARs
 - Identify land use and remedy goals
 - Identify exposure pathways and backgrounds
 - Identify additional interim actions/Just Do Its
 - Identify actions to simplify the site complexity
 - Eliminate reworks of submittals and need for multiple reviews
 - Eliminate steps in the process that do not support end remedy and goals
 - Meet RI/FS schedule milestones and deadlines

Commandments & Monuments:
Commandments – Must comply with requirements of the NCP.
Monuments – All decisions must be protective of human health and the environment.

Project Dates: XXX – XXX, 2018
Location: South Lake Tahoe, CA, LWB Offices
Champion: Enrique Manzanilla (EPA)
Sponsors: Dana Barton (EPA), Caleb Shaffer (EPA)

Team Lead: Julie Sullivan, EPA RPM
Team Members:
EPA – Gregory Reller, Contractor
Joshua Wirtschafter, ORC
Dana Barton, EPA Section Chief
ARC – Anthony Brown, ARC PM
Brian Johnson
Ronald Halsey
Lahontan Water Board – Scott Ferguson
Douglas Carey
Chris Stetler

NDEP – David Friedman
Washoe Tribe – Susan Jamerson
Norman Harry
Fred Kirschner

USFS – Ken Maas

Coach / Facilitator: Angela Sandoval/Kate Fenimore



Stakeholder Engagement

Initial Contact with Key Stakeholders:

- Atlantic Richfield
- Washoe Tribe
- Lahontan Water Board
- US Forestry Service
- Nevada DEP
- EPA RPM and Contractors

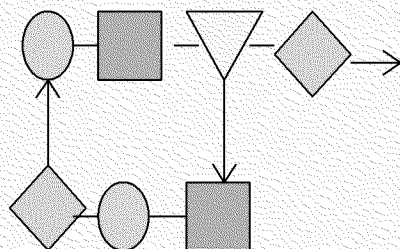


GEMBA Walks

- A verbal walk thru the RI/FS process from the perspective of each Stakeholder
- Usually can provide “aha” moments within their own process
- Allows Stakeholders to provide candid feedback to “neutral party” on current process and where they believe problems exist
- Gather data to complete “Current State Process Map”

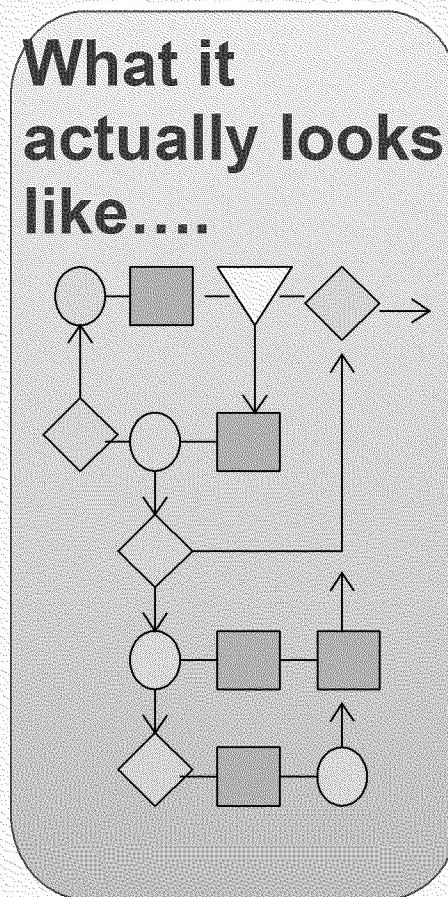
Mapping the Process

What we think
the process looks
like....

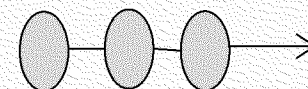


Mapping the process
means we get to see
what actually happens,
not just what is written
on paper.

What it
actually looks
like....



What we
would like it to
look like....





Kaizen Event- Apply LSS Critical Chain Project Management

- Goal – Meet RI/FS schedule milestones and deadlines
- Review the current estimated process/critical chain
- Brainstorm problems and solutions (improvement opportunities)
- Prioritize solutions (PICK Chart)
- Future State Process Map
- Commit timeframes to identified steps
- Identify additional interim actions to pursue
- Implementation Plan/Out Brief



Implementation Plan

- Leave Kaizen Event with a clear plan
- Plan has team consensus
- Each step has assigned executor and timeframe – roles and responsibilities are clearly defined
- Keeps stakeholders/management informed



Why now?

Leviathan Lean

- Critical point in RI/FS process
 - Moving into intensive document and data review stage with enforceable schedule
- Aggressive RI/FS schedule
 - Apply intentional process via Lean tools
- "Team building" opportunity – enhance communication



All Processes can benefit from Evaluation and have room for Improvement

- Lean gives us the tools that apply good business practices to:
 - Reduced process complexity
 - Reduced rework
 - Staff ownership/empowerment
 - Provide Higher quality products
 - Team Building



QUESTIONS OR COMMENTS?